



**AmCham**  
S I N G A P O R E

## **Strategic Plan 2019 - 2021**

**Advocating for American Enterprise in Singapore and Beyond**

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The American of Chamber of Commerce in Singapore

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## Message from the Chairman of the Board of Governors

The American Chamber of Commerce in Singapore ("AmCham Singapore") has actively promoted the business success of American companies and firms that have strong associations with U.S. commerce since 1973. Its mission has proven enduring – to promote trade, investment, finance, and industry between and among Singapore, the region, and the United States. Its expansion from a handful of member companies to over 700 organizations today and its stature as one of the leading business associations in the Asia-Pacific region and the largest international business chamber in Southeast Asia attest to its success.

We are determined not to rest on our record, but to continue to define and pursue objectives that will promote the prosperity of member companies and our host country of Singapore with ever greater effectiveness. As we look to the Chamber's next three years, this Strategic Plan will take it to the next level of serving members in diversified, innovative, and cost-efficient ways.

With *Advocating for American Enterprise in Singapore and Beyond*, AmCham Singapore continues a proud tradition of delivering tangible and valued benefits to our stakeholders. We look forward to working with all our members and our larger community to transform this strategy into reality.

Sincerely,



Dwight Hutchins  
AmCham Chairman  
Asia Pacific Managing Director, Strategy Consulting, Accenture

## Message from the Executive Director

I am very pleased to present AmCham's new Strategic Plan to enable the Chamber to better serve our members. Since the last version of the Strategic Plan was developed in 2015, we have seen a number of key changes that impact the business landscape. These changes include the new Administration in the U.S. and its Indo-Pacific Strategy compared to the previous Administration's "pivot to Asia", its stance on multilateral trade, and trade relations with China.

The AmCham business ecosystem in Singapore and the region have also seen changes. We have seen even greater focus on technological advances and innovation across industries such as healthcare, financial services, and insurance. There is more awareness and focus by businesses on the business impact of having more diversity and inclusion in the workplace, and operations that are socially conscious and sustainable.

Our strategic direction will allow room for change, and with this in mind, we intend to regularly revisit and measure successes and to account for emerging opportunities. What will remain constant, however, is our energy and commitment to support our members by exploring new ways of thinking about our member services and platforms.

Our services to members are driven by our intention to be a value creation partner, influencer and a convener to advance our mission to provide advocacy, insights and connections. Our goal is that the outcomes of our work will support success for the American business community and the economic and social development in Singapore and the region.

Sincerely,



Ann Yom Steel  
Executive Director  
AmCham Singapore

## Introduction: The AmCham Singapore Strategic Plan

The economic relationship between the U.S. and Singapore is dynamic, multifaceted and mutually beneficial, underpinned by the U.S.–Singapore Free Trade Agreement (USFTA), which has been in force since January 1, 2004.

The U.S. continues to be the largest source of foreign direct investment in Singapore. In 2017, the total stock of U.S. investment in Singapore stood at US\$274.3 billion, increasing by 7% since the year before, surpassing the investments in China (US\$107.6 billion) and Japan (US\$129.1 billion)<sup>1</sup>. The amount of U.S. foreign direct investment in Singapore has not only increased every year since 2008, it has more than tripled<sup>2</sup>.

The business environment in Singapore is very strong, with the World Bank consistently ranking Singapore as the top country to do business in for the last decade. Moreover, Singapore has also ranked the first among Asian countries in terms of global competitiveness for the past 6 years<sup>3</sup>.

Singapore is currently building an ecosystem to become the largest hub for start-ups in the world. Many already regard the island state as the “Silicon Valley of Asia”. Currently, Singapore has over 2,400 tech start-ups. Singapore has overtaken tech mecca Silicon Valley as the world’s No. 1 city for start-up talent due to innovative policies that are creating an ideal start-up ecosystem<sup>4</sup>.

Having also ranked as Asia’s top logistics hub for the past 10 years, Singapore offers world-class connectivity to the region and beyond with its dynamic airport and growing port. Companies across a wide spectrum of industries have taken advantage of this unrivaled connectivity to set up their global supply chain hubs in the city-state.

As volumes have risen, the number of American companies choosing to invest in Singapore and of Singapore-based companies trading and investing with the U.S. continues to grow. Our membership embraces not only American companies, but also Singaporean businesses and the Singapore-based affiliates of international companies that have significant connections to American commerce.

AmCham Singapore exists to promote the interests of this community in Singapore and the region. We serve the interests of our direct stakeholders – our members and the Chamber leadership – by providing insights and platforms that help to advance their business. We respond to the interests of our government partners by aligning with their goal to improve the lives of their citizens through sustainable economic growth. We leverage our influence through our relationships with our extensive global network of stakeholders to magnify the voice of our members.

AmCham leverages the deep commercial knowledge and relationships of our international and domestic networks to deliver value for our members. We serve our members in Singapore and the region through the following core functions:

- Advocate for a supportive policy environment
- Provide key business insights
- Promote professional development
- Connect people and businesses
- Advance U.S. business values.

<sup>1</sup> Singapore firms led US’ investments in Asia in 2017. 2018. *Singapore Business Review*. Available at <https://sbr.com.sg/markets-investing/news/singapore-firms-led-us-investments-in-asia-in-2017>.

Department of Statistics Singapore. 2017. *Total Stock of Investment in Singapore*. Available at <https://www.singstat.gov.sg/modules/infographics/singapore-direct-investment>

<sup>2</sup> U.S. Bureau of Economy Analysis. 2018. *Singapore: International Trade and Investment Country Facts*. Available at <https://apps.bea.gov/international/factsheet/factsheet.cfm>

<sup>3</sup> World Bank. 2019. *Doing Business 2019: Training for Reform*. Washington, DC: World Bank.

World Economic Forum. 2018. *The Global Competitiveness Report 2018*. Geneva, World Economic Forum.

<sup>4</sup> Startup Genome. 2017. *Global Startup Ecosystem Report 2017*. Available at <http://d1i53wesras4r4.cloudfront.net/reports/GlobalStartupEcosystemReport2017.pdf>

## Strategic Plan Summary

The Strategic Plan presented here is the blueprint for reaching ambitious levels of delivery of the Chamber's core functions and elevating our ability to execute our strategy.

### Goals, Objectives, and Key Activities

We have identified five strategic goals to mark progress toward accomplishing our mission. Goals I through IV focus on improving the services we provide to members. Goal V addresses the enabling elements required to achieve our mission, including capable staff, a welcoming physical environment, and quality back-office services, with a special emphasis on technology infrastructure.

Under the five goals are 17 objectives, each of which is linked to key activities that can be tracked and measured (see Diagram 1).

**Goal 1: Advocacy** – Affect the policy environment to promote U.S. business success

**Goal 2: Programming** – Provide a platform for the exchange of knowledge and insight

**Goal 3: Network Facilitation** – Create networking connections and opportunities for collaboration

**Goal 4: Corporate Statecraft** – Represent and promote U.S. corporate values

**Goal 5: Managerial and Organizational Excellence** – Build organizational excellence that results in fiscal resilience, sustained high member engagement, and efficient service delivery and operations through integrated digital platforms.

### Strategy: How We Will Achieve Our Goals

1. **Strengthen the AmCham Brand (MIC):** We will strengthen our brand base as the largest and most active international business chamber in the region through all communication channels and engagement platforms. This will be reinforced through:

- **Mindshare:** AmCham activities are designed to garner the mindshare of our key stakeholders in government, civil society, partners, thought leaders, and influencers in Singapore and the region
- **Influence:** AmCham is the ideal platform that can influence policy, public opinion, media, and the broader business community
- **Convene:** AmCham, through its vast network and neutrality, has the convening power to bring all relevant stakeholders from different sectors at the regional level

MIC (microphone) = AmCham Singapore as the Chamber that can amplify the interests of the U.S. business community in Singapore and the region as the voice of the business community.

2. **Enhance Member Service Delivery** – Effectively communicate and deliver AmCham's value proposition through tailored and strategic services and programs supported by new technology, platforms, and data analytics.

3. **Build Mindshare to Inform Policy Formation** – Harness the depth and breadth of AmCham's regional market intelligence, combined with the commercial interests of our member companies, to proactively inform and influence policy in Singapore and beyond.
4. **Enhance Commercial Intelligence Capability** – Leverage member expertise to further build commercial intelligence capability; provide authoritative business insights through new programs, communication platforms and publications.
5. **Operate with Agility and Embrace Digital Transformation** – Leverage and invest in the latest technology and tools to help us scale impact and enable AmCham to be faster, more efficient, and agile in meeting the needs of our members; optimize service delivery and operations through member-focused and integrated digital platforms which streamline business processes and information dissemination; redesign a business model that can quickly respond to drivers of change and new priorities.
6. **Deliver Impactful Programming** – Delivery of content that is industry-relevant and aligned with Singapore's national priorities. Focus areas include but are not limited to sustainability, the digital economy, smart cities, the impact of emerging technologies on global supply chain management, energy challenges, infrastructure, and ASEAN regional trading frameworks. Events will be curated and tailored to AmCham's industry committees.

#### **Measurements of Success and What Success Looks Like**

The quantitative measurements of success will be based on (1) total number of member organizations, in particular engaged American businesses, in addition to recruitment and retention rates; (2) financial health and sustainability of the Chamber; (3) number of events and publications delivered annually; and (4) rate of member engagement.

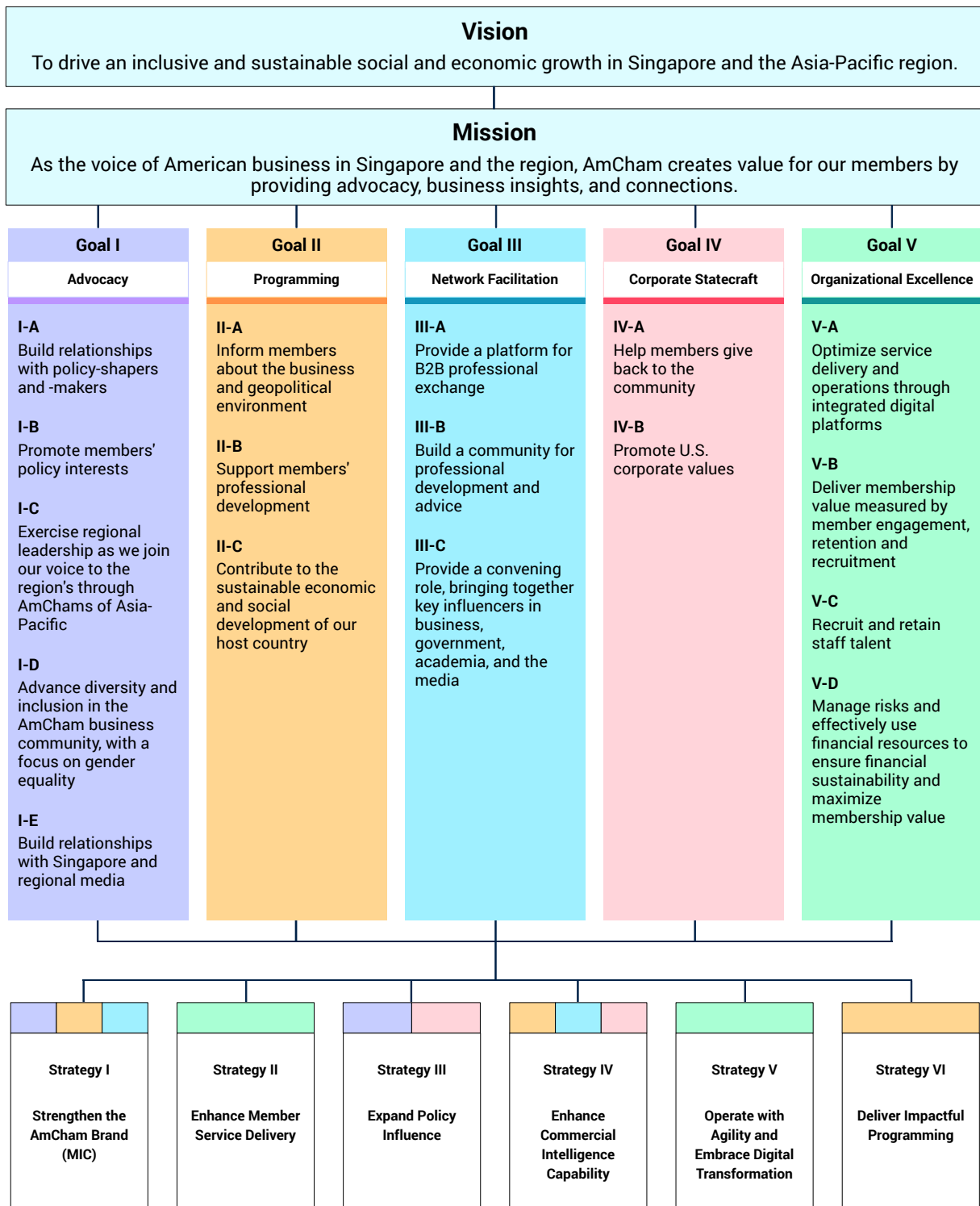
The qualitative measurements of success will be based on how the Chamber has enhanced its brand for both internal and external stakeholders. AmCham Singapore would be widely regarded as:

- **Value creation partner** – Collaborating and partnering with our member companies to add value to the member and broader AmCham business community
- **Influencer** – Having greater mindshare of Singapore and regional governments and key external stakeholders
- **Convener** – Having the convening power.

#### **Cross-Functional Initiatives**

As an independent organization, we must continue to execute cross-functional initiatives that will enhance operational efficiency and performance across the board.

1. **Deepen member insight:** Chamber staff are designated as account administrators to serve as the primary point of contact for member companies. This will ensure that every AmCham member has a dedicated account administrator to help address their basic membership needs and questions. This will also strengthen data integrity which is critical across all member services and products.
2. **Strengthen IT platforms:** We will continue to invest in our IT platforms to improve our member relations and make it easy for members to interface with us on membership services, registrations, and payments.
3. **Refine communications and digital communications strategy:** We will continue to refine our communication strategies to increase the impact of our communications and messaging across all engagement platforms.

**Diagram 1: Advocating for American Enterprise in Singapore and Beyond**


## **AmCham Singapore Overview**

### **History**

In 1917, a group of businessmen formed the American Association of Singapore, which served the interests of American business over the subsequent 50 years. By the late 1960s, U.S. investments in Singapore had grown substantially and business leaders determined that a separate organization was needed. In 1969, an American Business Committee (ABC) was formed under the auspices of the American Association.

By 1973, the number of American companies in Singapore had increased significantly. The ABC surveyed 35 U.S. firms in Singapore and it was decided that an independent organization, registered under Singapore law, should be established. In December 1973, the ABC was registered as a trade society and employers' group.

ABC joined the U.S. Chamber of Commerce in 1974. On September 15, 1993, the ABC officially changed its name to The American Chamber of Commerce in Singapore.

### **Stakeholders**

The advancement of U.S. business interests is our primary purpose. For U.S. business interests at large, we contribute through our advocacy. For our members, we contribute in additional ways by providing business insights, professional development, a platform for connections, and a forum to advance U.S. business values.

AmCham Singapore has approximately 5,500 members who represent over 700 corporations and organizations. Approximately 65 percent of member organizations are large (more than 50 employees worldwide). Approximately two thirds of member organizations are American, with the remainder divided between Singapore and third-country institutions that have substantial ties to the U.S. economy. More than three quarters of our member organizations have regional responsibilities in ASEAN, the Asia-Pacific or, increasingly, Asia, the Middle East, and Africa.

Major external stakeholders include the governments of the United States and Singapore. We seek their support for and engagement with American businesses. By aligning U.S. business success with their core interests in improving citizens' welfare, we advocate for policies and regulations that foster sustainable business growth and development.

Other external stakeholders include fellow business associations and chambers whose interests overlap with ours, and the media, which provide us a platform to expand our voice.

## Operations and Programs

AmCham Singapore employs about 20 full-time staff members. In addition to the Executive Director, our staff provides membership services, coordinate committee activities and execute programming, undertake government and public relations and manage publications, lead marketing operations, and provide administrative and operational support services.

The Chamber occupies premises on level 23 of the Shaw Centre in Singapore. These premises include the 100-person-capacity Johnson & Johnson Human Performance Institute Auditorium, the Visa Board Room, the Ascendas-Singbridge Suite, and the Sunray Woodcraft Construction Co-working Space, which is available to all members on a complimentary basis.

Major programs include:

- **Committees:** AmCham has 13 committees and 1 subcommittee (Annex III), classified according to sectoral (e.g. Aerospace and Defense) and functional (e.g. Human Capital) interests. Each committee has a minimum of three co-chairs. Each committee aims to meet 10 times a year.
- **Events:** AmCham hosts approximately 225 events annually. Anchor events include the Annual General Meeting, the early-autumn Welcome Back Reception, and the Corporate Community Day. Signature Series events include the Balestier Series, which brings distinguished Singaporeans to our stage, the City Hall Dialogues, C-Suite Fireside Chat Series, Annual Conferences on Human Capital, Technology and Healthcare, and AmCham Women HERo Awards Gala Dinner. Singapore government officials regularly participate in programs to brief members about new government regulations and policies. Other events offer speakers and panels on a broad range of topics such as regional economic and political trends, corporate management and leadership, and emerging technologies.
- **Platforms:** Our network and professional development platforms are tailored for specific interest groups and segments of our membership. These include the Next Generation (NextGen) Business Leadership program for high-potential millennials, AmCham Women to advance gender diversity and inclusion in the workplace, and the Young Professionals Forum for mid-career professionals.
- **Publications:** Main publications include the *ASEAN Business Outlook Survey*, *Crossroads* (doing business in Southeast Asia), *American Business Presence in Singapore* annual factsheet, and the *Membership Directory*.
- **Surveys:** AmCham Singapore conducts an annual Manpower Survey and a periodic membership survey. We occasionally conduct *ad hoc* surveys on issues of special salience such as the U.S.–China trade war, diversity and inclusion in the workplace, and cybersecurity.

## Mission

AmCham Singapore's mission statement emphasizes our dedication to serving our members' interests by enabling them to operate with greater certainty about the business environment, expanding their organizational knowledge and capabilities, and creating opportunities for useful networking and collaboration.

**As the voice of American business in Singapore and the region, AmCham creates value for our members by providing advocacy, business insights, and connections.**

## Core Values

How we conduct ourselves is a key component of our ability to achieve our mission. We foster a workplace culture based on the following values:

<b>Private enterprise</b>
<b>Transparency, good governance, and respect for rule of law</b>
<b>Free trade and open markets</b>
<b>Ethical business practices and social responsibility</b>
<b>Diversity and inclusion</b>

We will:

- Put people – our members, our colleagues – first, with respect and teamwork
- Exercise open communication that integrates warmth and sincerity
- Operate at the highest level of integrity, professionalism, and excellence
- Remain optimistic and passionate about what we do
- Be proactive and persistent about getting the job done
- Offer dependable service
- Foster an environment of encouragement where staff and members can learn and grow
- Bring diverse experience to the team.

## Vision

AmCham Singapore's vision reflects the fact that the U.S. is the largest source of foreign direct investment in Singapore, with AmCham Singapore the largest foreign chamber in the country and in Southeast Asia. It also responds to the overwhelmingly regional nature of our members' interests.

Having witnessed the positive impact of economic development in lifting millions of people out of poverty in Asia, AmCham Singapore's strategic vision looks forward to an inclusive and sustainable social and economic growth in the Asia-Pacific region driven by responsible American enterprise.

We work to promote free trade, responsible business conduct, and a transparent and evidence-based approach to policy-making and regulation by combining our regional influence with our unique expertise in advocacy, business insights, convening power, and building networks.

**To drive an inclusive and sustainable social and economic growth in Singapore and the Asia-Pacific region.**

## The leader

AmCham seeks to be the authoritative voice of American enterprise for all constituencies in Singapore, including the Government of Singapore, the diplomatic community, the business and academic communities, the media, and civil society.

## In Singapore

Singapore is our home. We seek to work with the Government of Singapore to meet present and future challenges to the mutual benefit of American business and the people of Singapore. We seek to strengthen the bonds of friendship and understanding between the citizens of Singapore and our members, and we seek to contribute to the sustainable economic and social development of our host country.

## In the region

We seek to collaborate with chambers, governments, and U.S. embassies in countries throughout the region in order to open business opportunities for our members and encourage the development of supportive business environments.

## Strategic Goals, Objectives, and Key Activities

### Goal I: Advocacy – Affect the policy environment to promote U.S. business success

AmCham members will have greater opportunities to prosper in a positive policy environment. Policies in multiple jurisdictions – Singapore, in the region, and the United States – have direct relevance to members' operations. AmCham seeks to increase the mindshare and our influence to steer policy decisions in supportive directions.

#### Objectives:

##### I-A: Build relationships with policy-shapers and -makers

###### *Key activities:*

- Invite Singaporean leaders to join closed-door high-level discussions or to address larger groups of members
- Increase committees' programming with Singapore government leaders
- Support Singapore government interests by providing information (e.g. annual Manpower Survey) and a platform for agencies to communicate with our members
- Engage in areas of high priority for the Government of Singapore such as technology, innovation and a future-ready workforce
- Engage with the U.S. Embassy's senior leadership across agencies
- Host visiting U.S. government officials

##### I-B: Promote members' policy interests

###### *Key activities:*

- Identify high priority member-common issues and develop positions via *Point of View* papers
- Develop and implement strategies for pursuing approved advocacy positions

##### I-C: Exercise regional leadership as we join our voice to the region's through the AmChams of Asia-Pacific (AAP; previously known as the Asia-Pacific Council of American Chambers of Commerce, APCAC)

###### *Key activities:*

- Contribute to the annual AAP position paper
- Participate in the annual Washington, D.C. Doorknock; recruit members to join delegation
- Host AAP business summit in Singapore
- Contribute leadership/serve on the AAP Board

##### I-D: Advance diversity and inclusion in the AmCham business community, with a focus on gender equality

###### *Key activities:*

- AmCham Women HERo Awards
- AmCham Women programs including Pioneers and Accelerate
- Surveys, research, and publications related to gender diversity and inclusion in the workplace in Singapore

##### I-E: Build relationships with Singapore and regional media

###### *Key activities:*

- Press releases for major AmCham events and publications
- Invite media to attend AmCham events for media coverage
- Engage media as moderator and/or speakers for relevant events

**Goal II: Programming – Provide a platform for the exchange of knowledge and insight**

AmCham members can make better decisions if they have access to information and analysis of trends that affect their business. In addition, they can benefit from the insights and perspectives that they gain through interacting with experts and with each other.

**Objectives:****II-A: Inform members about the business and geopolitical environment***Key activities:*

- Identify important topics and arrange speaker roundtables/panels/visits
- Conduct business missions to neighboring countries
- Produce publications such as the *ASEAN Business Outlook Survey* and *Crossroads*
- Produce a compendium of content “snacks” with key takeaways from AmCham thought leadership events

**II-B: Support members' professional development***Key activities:*

- Young Professional Forum for leaders aged 40 years and under
- AmCham Next Generation of Leadership series
- AmCham Women Program for rising female leaders

**II-C: Contribute to the sustainable economic and social development of our host country***Key activities:*

- Partner with the U.S. Embassy on the annual Corporate Community Day
- Annual award of 6 AmCham Global Innovation Immersion Scholarship to Singapore Management University undergraduates embarking on overseas internships to high-growth innovative companies in the U.S.
- Sustainability theme thought leadership during AAP Summit in 2020

**Goal III: Network Facilitation – Create networking connections and opportunities for collaboration**

Professional connections can help members generate business, improve knowledge of a sector or business practices, and open opportunities for lasting and *ad hoc* collaborations.

**Objectives:**III-A: Provide a platform for B2B professional exchange*Key activities:*

- Focus committee membership to create communities with similar interests
- Publish the annual membership directory and improve members' access to the online directory
- Develop digital platform for B2B match-making and meetings
- Monthly networking events

III-B: Build a community for professional development and advice*Key activities:*

- Target programming on business challenges of common interest
- Develop a Next Generation of Leadership alumni network to help lead future Next Generation programming
- Develop peer-to-peer advice and support network for C-suite leaders

III-C: Provide a convening role, bringing together key influencers in business, government, academia, and the media*Key activities:*

- Invite key stakeholders to Signature Series events and awards gala dinners as attendees or speakers
- Host ASEAN ambassadors to Singapore with key stakeholders for investment information exchange and networking opportunity
- Integrate regular meetings with Government of Singapore representatives into the annual programming of AmCham industry committees

**Goal IV: Corporate Statecraft – Represent and promote U.S. corporate values**

An operating environment that views U.S. business favorably will be more positively inclined toward supportive policies. AmCham promotes values that the U.S. business community espouses, including private enterprise, transparency, good governance, respect for rule of law, free trade and open markets, ethical business practices, and social responsibility.

**Objectives:**IV-A: Help members give back to the community*Key activities:*

- Select a local charity to support; fundraise and participate in activities with the organization throughout the year to enhance our contribution to making a difference
- Recognize and promote efforts of members through an annual corporate social responsibility (CSR) recognition program

IV-B: Promote U.S. corporate values*Key activities:*

- Support trade liberalization efforts with the Government of Singapore, within ASEAN and APEC, and in the United States
- Conduct surveys and publish reports on key trade issues
- Host ASEAN ambassadors for investment briefing and networking event with members and external stakeholders including the media

**Goal V: Managerial and Organizational Excellence – Build organizational excellence that results in fiscal resilience, sustained high member engagement, and efficient service delivery and operations through integrated digital platforms**

Organizational excellence promotes fiscal resilience that permits us to offer services to our members at the lowest possible cost and deliver higher member satisfaction, as measured through engagement via attendance and sponsorship. A strong and professionally growing team that is equipped to leverage enhanced technological tools for chamber services are essential elements of success.

**Objectives:****V-A: Optimize service delivery and operations through integrated digital platforms***Key activities:*

- Develop an operational digital transformation strategy and plan<sup>1</sup>
- Enhance the chamber's existing enterprise resource planning (ERP) system

**V-B: Deliver membership value measured by member engagement, retention and recruitment***Key activities:*

- Consolidate monthly reports and analysis of member engagement and behavior through customer relationship management (CRM)
- Appoint designated account administrators to engage with specific member companies to provide regular engagement with all members
- Enhance marketing and branding membership collaterals including enhanced digital presence<sup>2</sup>

**V-C: Recruit and retain staff talent***Key activities:*

- Invest in professional development and training
- Enhance corporate culture and internal communication
- Succession planning

**V-D: Manage risks and effectively use financial resources to ensure financial sustainability and maximize membership value***Key activities:*

- Financial forecasting and monthly reporting
- Events and program profit & loss tracking system
- Adopt new cost control measures (i.e. negotiate annual contracts and build a central vendor information repository)

<sup>1</sup> Omni-channel digital marketing strategy to include social media, content creation, potential search engine optimization, mobile applications, etc.

<sup>2</sup> Include specific digital mediums (i.e. LinkedIn, Facebook, Twitter, etc.) and digital delivery (i.e. vlog, blog, member sharing and member content creation).

## Annex I: Performance Measures

We will assess our performance against a mix of qualitative and quantitative measures.

Qualitative measures include inherently intangible outcomes that are nonetheless important to evaluate. The bottom line is have we improved the environment for members' business success?

Factors that matter include:

- Our engagement with U.S. and Singapore government officials
- The receptivity of the U.S. and Singapore governments to our positions
- The Singapore public's perceptions of American business
- The evolution of ideas and creation of new insights through the Chamber's activities
- Promotion of professional development and valuable business connections through Chamber engagements
- The provision to members of information that is current, trending, and actionable
- The provision of spaces and programs that are conducive to professional development, exchange, and connections

Quantitative measures will help assess our success in meeting our quality objectives. The following table summarizes the key measures that we will use to track performance:

Performance Indicator	Sample Measures	Success Indicators
<b>Membership Growth</b>	Annual subscription revenue of \$2.35M	3% growth year-on-year
	Number of members at 700+ (enterprise and entrepreneur categories at 65 – 35% split)	3% growth year-on-year
<b>Member Engagement</b>	Engagement rate	Minimum 85%; Target 90%
	Company engagement for each membership category	2% growth year-on-year
	Sponsorship (number of sponsorships organization and revenues)	8% growth year-on-year
	Use of co-working space	Frequency and number of users
	Member satisfaction	Declining resignation rate; 1.5% year-on-year
<b>Events</b>	Attendance	# of total events (200 minimum); engagement rate; and total # of attendees
	Media coverage	Amount of traditional media coverage
	Social media posts and sharing	Number of sharing, engagement rate with social media post and coverage <sup>1</sup>
<b>Advocacy</b>	Engagement with Singapore government officials	Balestier, City Hall Dialogues and other briefing events and sponsorship levels (diversity of sponsors and amount)
	Distribution of publications and information	Number of media coverage and # of value creation content partners
<b>Fiscal Sustainability</b>	Margin on cost of goods sold	35% for events, and full-cost recovery for publications and committee events
	Net profit after depreciation	Modest surplus (no greater than \$100k per year)

<sup>1</sup> Social Media KPIs: 1. Visible - Number of times the content is viewed and by whom; 2. KPIs: Relatable-Page views, bounce rate and time on site; 3. Searchable - Search Engine positions and Search Engine Referrals; 4. Actionable - Click-through-rates and Call-to-Action Rates; 5. Sharable - Share Ratio and Engagement Rate













## Annex II: Operations and Capabilities Priorities

### Goal-Achievement Shortfalls

Each goal has associated resource needs. For some, we have the people and physical assets that we need but we can deploy them better. For others, we need to acquire additional tools.

- *Membership growth:* We need to continue to refine and recalibrate our membership recruitment strategy to align with the changing member profiles and needs. A top priority is to use technology for lead generation to have a more scalable recruitment campaign in addition to the usual high-touch engagements.
- *Membership retention:* We have developed a membership retention strategy. We now need to enhance our programming with additional programming staff to provide more platforms to feature and leverage the expertise of our member companies. We will also focus on content marketing including generating original content. Increasingly we are seeing the need to host smaller, customized events for senior leaders, driven by the demand from our growing C-suite membership base.
- *Advocacy:* We need to tap on our regional leadership networks to embed more on regional leadership in providing engagement with policy-makers beyond Singapore, business missions to countries in the region, as well as thought leadership content that covers regional issues. This will require more staff talent to address this ambition.

### Annex III: AmCham's Industry Committees

	Aerospace & Defense Committee
	Built Environment Committee
	Energy Committee
	Financial Services Committee
	Government & Regional Affairs Committee
	Healthcare Committee
	Human Capital Committee
	Legal & IPR Committee
	Marketing & Communications Committee
	SME Committee
	Supply Chain, Transportation, & Logistics Committee
	Technology & Digital Innovation Committee
	Travel & Leisure Committee
	Cybersecurity Subcommittee